

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2018/2019

### BPM3014 – PROJECT MANAGEMENT

( All Sections )

13 OCTOBER 2018  
9.00 a.m. - 11.00 a.m.  
( 2 Hours )

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#### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THIRTEEN (13)** printed pages with **TWO (2)** sections.
2. Answer **ALL** sections.
3. Marks are shown at the end of each question.

**SECTION A: MULTIPLE CHOICE QUESTIONS (60 MARKS)**

1. Yolanda is the project manager of the Data Migration Project for her organization. As the project manager she should identify which project management processes are most appropriate for this type of project. What is a project process?
  - a. The creation of a product
  - b. The progressive elaboration resulting in a product
  - c. A series of actions that bring about a product, result or service
  - d. A series of actions that allow the project to move from concept to deliverable
2. There are five project management process groups that allow projects to move from start to completion. Which one of the following is NOT one of them?
  - a. Initiating
  - b. Planning
  - c. Communicating
  - d. Closing
3. Of the following, which is the logical order of the project management processes?
  - a. Initiating, planning, monitoring and controlling, executing, closing
  - b. Initiating, planning, executing, monitoring and controlling, closing
  - c. Planning, initiating, monitoring and controlling, executing, closing
  - d. Planning, initiating, executing, closing, monitoring and controlling
4. You are the project manager of the GRT Tower Project. Your project team announces how they are happy to be done with project planning. You inform the team, however, that you and they will likely be returning to project planning throughout the project. This ongoing process of project planning is also known as \_\_\_\_\_.
  - a. Constant integration planning
  - b. Rolling wave planning
  - c. Continuous planning
  - d. Phase gates
5. You are the project manager for a pharmaceutical company. You are currently working on a project for a new drug your company is creating. A recent change in a law governing drug testing will impact your project and change your project scope. The first thing you should do as a project manager is:
  - a. Create a documented change request
  - b. Proceed as planned
  - c. Consult with the project stakeholders
  - d. Stop all project work until the issue is resolved

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6. You are the project manager for the HALO Project. You and your project team are preparing the project plan. Of the following, which one is a project plan development constraint you and your team must consider?
  - a. The budget as assigned by management
  - b. Project plans from similar projects
  - c. Project plans from similar projects that have failed
  - d. Interviews with SMEs who have experience with the project work in your project plan
7. You are the project manager of a new project to develop a new software product. Management has not required a formal project management plan in the past, but they'd like you to develop a project management plan to serve as a model or template for all other projects in the organization. The primary purpose of the project management plan is:
  - a. To define the work to be completed to reach the project end date
  - b. To define the work needed in each phase of the project life cycle
  - c. To prevent any changes to the scope
  - d. To provide accurate communication for the project team, project sponsor, and stakeholders regarding how the project will be executed, controlled and closed
8. Of the following, which one is an input to project plan development?
  - a. Assumptions
  - b. Outputs from other project management processes
  - c. Earned value management
  - d. Business needs
9. Henry is the project manager for his organization, and management has asked him to create a project management plan to define the scope statement. Which project management plan guides the creation of the detailed project scope statement?
  - a. The charter
  - b. The project management plan
  - c. The project scope plan
  - d. The project scope management plan

**Continued...**

10. You are the project manager of the GYH Project. This project will create a walking bridge across the Pahang River. You've been asked to start the process of creating the project scope statement and you need to gather the elements for this process. Which one of the following is NOT needed to define the project scope?
- A project charter
  - Organizational process assets
  - A risk management plan
  - Requirements documentation
11. You are the project manager of the BHY Project. Your project customer has demanded that the project be completed by December 1<sup>st</sup>. December 1<sup>st</sup> is an example of which one of the following?
- A constraint
  - An assumption
  - A project boundary
  - Product acceptance criteria
12. Marvin is the project manager of the Highway 41 Project and he's working with his project team members to create the WBS. Marvin shows the team how to break down the project scope into the WBS components, but the team doesn't understand how far down the breakdown should occur. Marvin should call the lowest-level item in a WBS as?
- A deliverable
  - A work package
  - An activity
  - A leaf object
13. You are the project manager of the HGF Project. Your project team members report they completed 30% of the project. You have spent \$25000 of the project's \$250000 budget. What is the earned value for this project?
- 10%
  - \$75000
  - \$25000
  - Not enough information to determine
14. You are using a previous similar project to predict the costs of the current project. Which of the following best describes analogous estimating?
- Regression analysis
  - Bottom-up estimating
  - Organizational process assets
  - Enterprise environmental factors

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15. You are the project manager of RAYA Project. Your BAC is \$600000. You have spent \$270000 of your budget. You are now 40% done with the project, though your plan called for you to be 45% done with the work by this time. What is your CPI?
- 100
  - 89
  - 0.89
  - 0.79
16. A framework used to divide deliverables of a project into smaller and smaller pieces is the:
- organizational chart
  - project schedule
  - project work statement
  - work breakdown structure
17. In addition to the project team, who needs to be included in the construction of the WBS?
- subject matter expert (SME)
  - sponsor
  - internal stakeholders
  - external stakeholders
18. The Midlands company is eager to develop a project schedule. They have already completed drafts of the scope statement and communications plan. What else do they need before they are ready to proceed?
- Cost estimates
  - Nothing; they are ready to proceed
  - Requirements matrix
  - Time estimates
19. Nick has the time, money, and physical resources to finish his project. However, there is only one trained engineer assigned to the project team, and he needs at least three. Which of the five limiting factors will influence Nick's project schedule?
- Logical order of activities
  - Imposed dates
  - Cash flow
  - Key resources available

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20. Resources can refer to:
- people
  - machines
  - space
  - all of the above
21. What are the three “r” activities that take place near the end of a project, regarding team members?
- reevaluating, releasing, and recognizing
  - rewarding, recognizing, and releasing
  - releasing, rewarding, and reevaluating
  - reevaluating, rewarding, and recognizing
22. \_\_\_\_\_ costs are those necessary to keep an organization running, but are not associated with one specific project.
- direct
  - variable
  - indirect
  - fixed
23. A(n) \_\_\_\_\_ is used to compare actual project spending with planned expenditures to determine if corrective action is needed.
- cost performance baseline
  - project budget
  - known known
  - contingency reserve
24. A SWOT analysis is an information gathering tool that examines strengths, weaknesses, \_\_\_\_\_, and threats to a project.
- opportunities
  - options
  - origins
  - organizations
25. Avoid risk, mitigate risk, accept risk, and \_\_\_\_\_ are all strategies for responding to risks.
- undo risk
  - prevent risk
  - transfer risk
  - identify risks

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26. A project manager is just finishing a project that has not gone well. Apart from cost overruns and schedule overruns, there have been many quality defects and the project required a lot of senior management intervention to reach completion. The project manager should now:
- Focus on closing project and moving on to the next one lessons learned is not applicable to this project since it has done badly
  - Focus on presenting the data in positive light while ensuring that the reasons for the delays and problems are appropriately documented
  - Mask bad data and only present good data since his performance appraisal will otherwise be impacted
  - Document lessons learned from the project and update the lessons learned knowledge database.
27. In a strong matrix organization where the team members report to both functional manager as well as a project manager, whose responsibility is to manage the dual reporting relationship?
- Function manager
  - HR manager
  - Team members
  - Project manager
28. A first-time project manager wants to know during which phases of the project will "Perform Integrated Change Control" be performed. How would you respond?
- Perform integrated change control is performed only in the execution phase.
  - Perform integrated change control is performed during the project closure phase
  - Perform integrated change control is performed throughout the project from project inception through project completion
  - Perform integrated change control is part of the build phase and is typically found only in project
29. A Resource Breakdown Structure (RBS) is used to break down the project by type of resources. The RBS is an example of a:
- Linear chart
  - Matrix chart
  - Flow chart
  - Hierarchical chart

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30. A Pharmaceutical company has recently established a PMO in the company to centrally manage the corporate projects. This has resulted in spread of project management jargon in the company. Some of the employees are now being called "project managers" by the PMO. Most of the project managers are getting confused by this new project management jargon. One of the questions being asked repeatedly is the difference between the work performance data and the work performance information. Which of the following correctly differentiates these two?
- The work performance data is numerical while the work performance information is textual
  - The work performance data is internal, while the work performance information is external to the project
  - The work performance information is the processed data from the work performance data
  - The work performance data is captured by the project team while the work performance information is prepared by the project sponsor
31. While managing a project, you decide to prepare an email to the project stakeholders describing project status. This is best described as an example of:
- Vertical communication
  - Nonverbal communication
  - Information communication
  - Formal communication
32. Analogous estimating is an estimation technique that uses parameters such as scope, cost, budget and duration from a previous similar activity as the basis of activity. It is frequently used for estimation when there is a limited amount of information about the project. This is a form of:
- Gross value estimation
  - Function point estimate
  - Fixed point estimation
  - Precision estimation
33. During the execution of your project, you decide that you would like to have charts of your project status-cost and schedule-display certain key project data, and to hold your project meeting in a specific conference room. Such place would be called a:
- Armageddon
  - War room
  - Battlefield
  - Ground zero

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34. The document that formally authorizes a project is the
- Project SOW
  - Project plan
  - Project Charter
  - Project Scope Statement
35. You are managing a medium sized construction project and are reviewing some invoices from the electrical contractor. You see that materials not required for your project have been included on the invoice. After you make few phone calls, you realize that one of your project resources asked one of the vendor's staff to add a few extra circuits to the part of the building. This change was never approved through the change management process. What do you do?
- Notify the manager of your project resource that he failed to follow proper processes
  - Refuse to pay the charges
  - Call a team meeting to determine how this will impact the project, then inform stockholders of the impact
  - Immediately inform the project stakeholder of unauthorized scope change. Then call a team meeting to determine the impact to the project
36. You are working on a project with the fixed-free contact; therefore, communications should tend toward:
- Formal Verbal Communication
  - Informal Written Communication
  - Formal Written Communication
  - Informal Verbal Communication
37. A project initially starts out with three stakeholders, but the number increases to seven during the course of the project. How many channels does the project manager need to manage now?
- 18 channels
  - 10 channels
  - 21 channels
  - 7 channels
38. You are the Project Manager and you are responsible for the development of a mall. As with any construction project, there will be multiple iterations of blueprints and engineering drawings. Therefore, you have decided to create an online database which can be used to query the documents by name, type, date, etc. This is an example of what type of communication tool?
- Project Management Information System
  - Lessons Learned
  - Project Records
  - Configuration Management System

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39. Which of these is a valid response to negative risks and not to positive risks?
- Exploit
  - Mitigate
  - Enhance
  - Share
40. Which of these is accurate regarding risk management?
- Organizations are not likely to perceive risk as a threat to project success
  - It had its origins in the uncertainly present in all projects
  - The attitude of individuals and organizations must not be a factor affecting risk management
  - It is a passive activity in project management
41. Your project sponsor has asked you to present your project's high-level risk register to him in the next project update meeting. To create your high level risk register, which of the following processes must be performed?
- Plan Risk Management
  - Perform Qualitative Risk Analysis
  - Identify Risks
  - Control Risks
42. Which of these is an input to the Control Risk process?
- Risk audits
  - Change requests
  - Work Performance information
  - Work Performance Reports
43. Which of these is not an input to the Control Procurements Process?
- Agreements
  - Change requests
  - Work performance data
  - Work Performance reports
44. Which of the following is not a tool or technique of the Control Procurements process?
- Payment System
  - Configuration Management System
  - Contact Change Control System
  - Records Management System

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45. You have received a proposal for an RFP that was sent to vendors. One of the Vendors has proposed doing the project for \$12,500. The cost for the project is \$10,000 and their profit will be \$2,500. Which type of contract is most suitable for this situation?
- Cost Plus Fixed Fee
  - Cost Plus Percentage of Cost
  - Fixed Price
  - Cost Price Incentive Fee
46. Your Company requires that before you purchase any routers or switches for the data center you are building; you need to solicit quotes from three suppliers prior to submitting the purchase request to the finance department. This policy belongs to:
- Organizational Process Assets
  - Enterprise Environmental Factors
  - Procurement Management Knowledge Area
  - Make-or-Buy Decision
47. Which process involves verification and acceptance of all project deliverables and thus supports Close Project or Phase process?
- Perform Integrated Change Control
  - Validate Scope
  - Estimate Activity Duration
  - Control Costs
48. Gordon is currently developing his project's stakeholder management strategy. All enterprise environmental factors should be considered during this process. Which the following enterprise environmental factors should receive particular attention during this process?
- Project templates
  - Lessons learned from past similar projects
  - Commercial Databases
  - The Organization's culture and structure
49. Daniel is the project manager for a factory construction project. Daniel has recently joined this organization and is not fully aware of the organization's culture and structure. In order to manage his project stakeholders, Daniel has to understand them better. Which of the following can provide Daniel some historical information regarding stakeholder management on previous projects?
- Project management plan
  - Enterprise Environmental Factors
  - Organizational process assets
  - Project charter

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50. Project Stakeholder Management is focused on engaging project stakeholders with the project. What is the objective of keeping the project stakeholders engaged with the project?
- To manage their expectations so that the project objectives are achieved.
  - Using consistent project management methodology across organizational projects.
  - To motivate the project team members.
  - To demotivate the negative stakeholders.

### **SECTION B: STRUCTURED QUESTIONS (40 Marks)**

There are **THREE (3)** questions in this section. Candidates **MUST** answer **ANY TWO (2)** questions.

#### **Question 1**

- Define "Project" (2 Marks)
- Define and explain "Project Management" (4 Marks)
- List the 5 "Process Groups" for project management according to PMBOK. (5 Marks)
- List any 5 "Knowledge Areas" for project management according to PMBOK. (5 Marks)
- Explain the difference between "Programme" and "Portfolio" in project management according to PMBOK. (5 Marks)

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**Question 2**

You inherited a piece of land in your hometown and decided to build your vacation home there. You took some time off work and decided to do some of the project management of the build. You are working on the schedule for the build after constructing the WBS for the project. Given the following details, you need to identify and verify your project's critical path. Furthermore, you seek to determine the early start date, early finish date, late start date and late finish date for your project.

Activity	Duration (Man Days)	Predecessor
A	5	-
B	10	A
C	9	A
D	14	B
E	12	B, C
F	5	C
G	4	E, F
H	12	G
I	30	H, D
J	8	F
K	2	I, J
L	4	K

(20 Marks)

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**Question 3**

Jennifer is the project manager of an ongoing project. Recently, she had to make amendments to the project's WBS and schedule due to a number of changes that had been approved, she then realised that the new schedule will not meet the agreed project completion deadline specified in the charter. Jennifer decided that she will investigate how much she can expedite the project by crashing till the all crash mode. Following are the information relating to the project, identify how much it would cost for each day Jennifer crash the schedule. Determine the total cost for crashing the project till the all crash mode.

Activity	Predecessor	Normal Time	Crash Time	Normal Cost	Crash Cost	Crash Cost / Day
A	-	4	2	10000	11000	
B	A	3	2	6000	9000	
C	A	2	1	4000	6000	
D	B	5	3	14000	18000	
E	B, C	1	1	9000	9000	
F	C	3	2	7000	8000	
G	E, F	4	2	13000	15000	
H	D, E	4	1	11000	18000	
I	H, G	6	5	20000	29000	

(20 Marks)

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